CALL Master Brief

**Doctrine Developers Course
27 October 2005**

Dr. Scott Lackey

Deputy Director, CALL

Unclassified -

Historical Evolution

Global War on Terrorism/OEF-OIF Rapid dissemination. Increased analytical output to meet dynamic threat. RFI support. CALL LNOs

Technology Revolution Websites & Databases established

Expanded CONOPS focus Just Cause Desert Shield/Storm

Stability & Support Operations Experimentation/Transformation

CALL established CTC focus

198 5

199 0

199 5

200 0

11 SEP Attack

200 5

Today
CALL LNOs/CAATs, MTT, RFI, L2I, support to U.S. Armed Forces worldwide

CALL Mission

CALL collects, analyzes, disseminates, integrates, and archives Army and Joint, Interagency, and Multinational (JIM) observations, insights, lessons (OIL) and tactics, techniques, and procedures (TTP) to support full spectrum military operations.
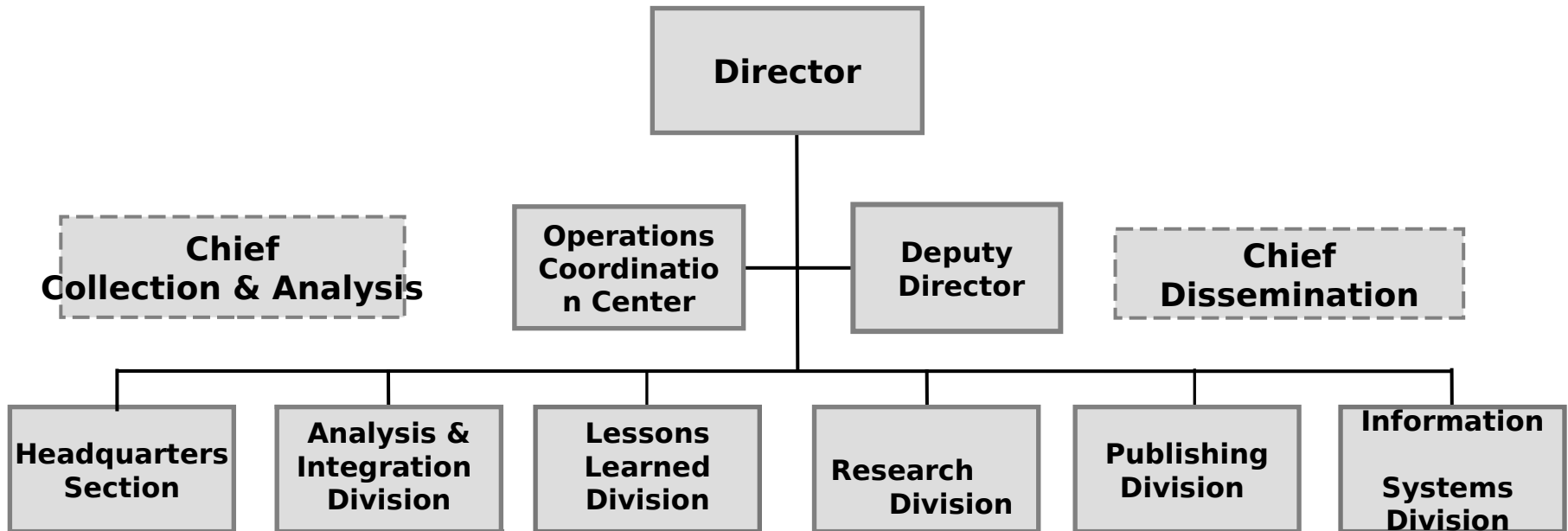
CALL Vision

A catalyst for change:

- Identifying significant issues/insights
- Providing near real-time situational awareness / TTPs
- Coordinating / collaborating to provide solutions:
  - Units – Commanders, NCOs, Soldiers
  - TRADOC proponents
  - Training Centers (CTCs/IMT)
  - SMEs / practitioners throughout the Armed Forces
  - JIM Community
  - Think tanks, Academia, etc.

... Disseminate & integrate new concepts, TTP, solutions throughout the Army and the JIM Community ...

CALL Organization

	MIL/DAC/Cont	Tot
Current O/H:	19 / 43 / 75	13
Authorized:	41 / 69 / 33	14

```
                          ┌──────────────┐
                          │   Director   │
                          └──────┬───────┘
                                 │
  ┌───────────────┐  ┌──────────┐│┌──────────┐  ┌───────────────┐
  │    Chief      │  │Operations││ │ Deputy   │  │    Chief      │
  │Collection &   │  │Coordinatio│ │ Director │  │ Dissemination │
  │  Analysis     │  │n Center  ││ └──────────┘  └───────────────┘
  └───────────────┘  └──────────┘│
                                 │
┌──────────┬───────────┬─────────┼──────────┬───────────┬──────────┐
```

Headquarters Section	Analysis & Integration Division	Lessons Learned Division	Research Division	Publishing Division	Information Systems Division

CALL Worldwide Operations

Disaster Relief Operations

CALL LNO OIF / OEF

Joint Maneuver Readiness Center

Hohenfels, GE

STRYKER BCT

Fort Lewis, WA

Fort Leavenworth, KS

BCTP

10th MTN CALL LNO

Fort Drum, NY

National Training Center

Fort Irwin, CA

LNO USMC LNO USAF HQs, TRADOC - FC

25th ID CALL LNO

Schofield Brks, HI

1st CD CALL LNO

Fort Hood, TX

Joint Readiness Training Center

Fort Polk, LA

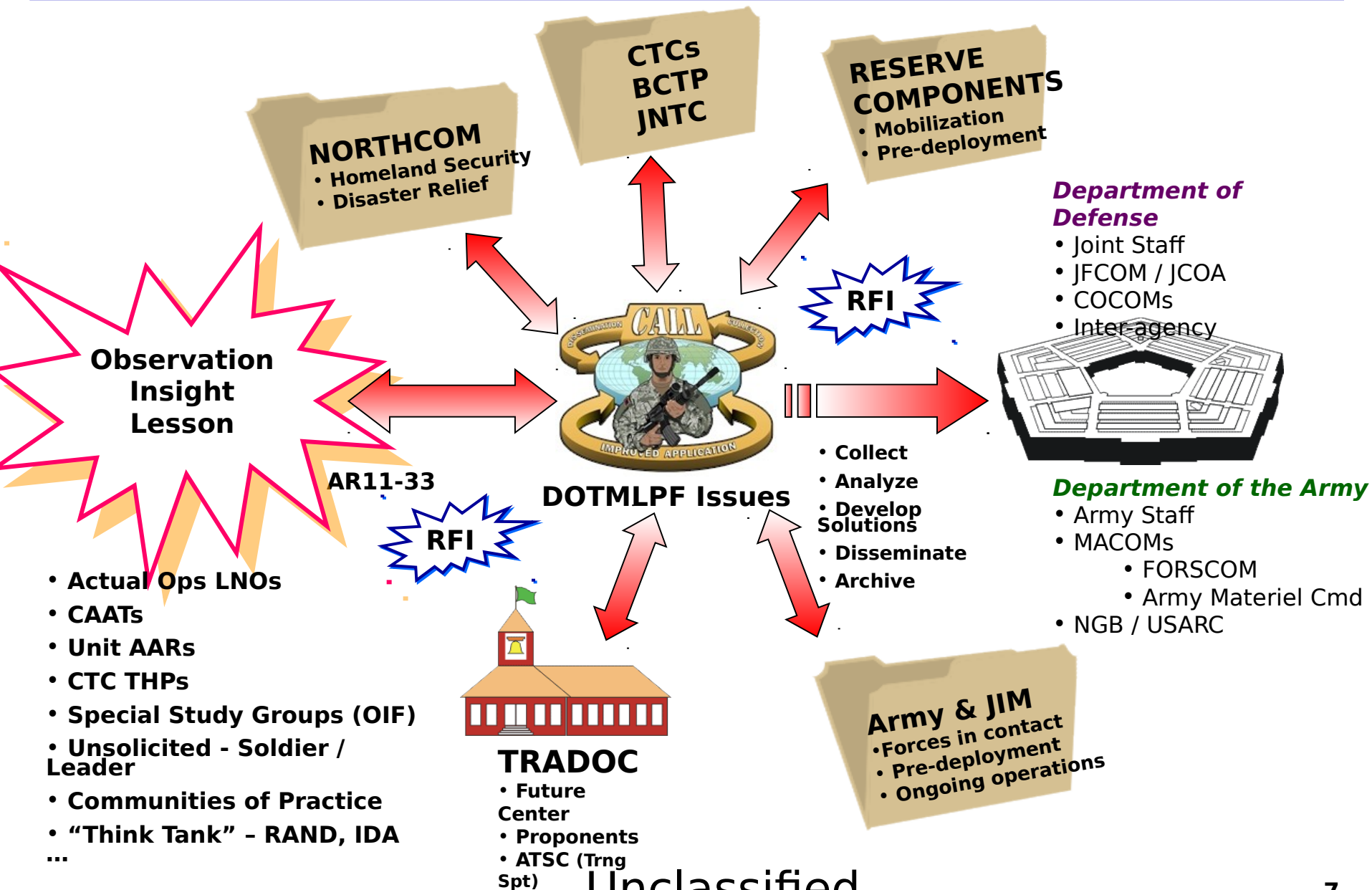**101st ABN CALL LNO**

Fort Campbell, KY

82rd ABN CALL LNO

Fort Bragg, NC

3rd ID CALL LNO

Unclassified -

Who Needs to Know?

CTCs BCTP JNTC

NORTHCOM
• Homeland Security
• Disaster Relief

RESERVE COMPONENTS
• Mobilization
• Pre-deployment

Department of Defense
• Joint Staff
• JFCOM / JCOA
• COCOMs
• Inter-agency

RFI

Observation Insight Lesson

AR11-33

DOTMLPF Issues

• Collect
• Analyze
• Develop Solutions
• Disseminate
• Archive

Department of the Army
• Army Staff
• MACOMs
    • FORSCOM
    • Army Materiel Cmd
• NGB / USARC

RFI

• **Actual Ops LNOs**
• **CAATs**
• **Unit AARs**
• **CTC THPs**
• **Special Study Groups (OIF)**
• **Unsolicited - Soldier / Leader**
• **Communities of Practice**
• **"Think Tank" – RAND, IDA ...**

TRADOC
• Future Center
• Proponents
• ATSC (Trng Spt)

Army & JIM
• Forces in contact
• Pre-deployment
• Ongoing operations

Unclassified -

Collection Process

- **Direct**

  Formal process

  LNO/CAAT

  Collect on specific topics

- **Indirect**

  Informal process

  Solicit information from the fie

  Review, edit and publish at CA
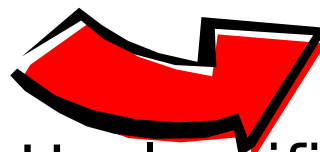
- **Observations**
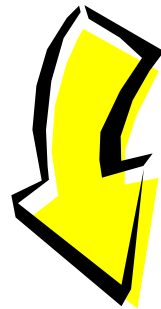- **Insights**
- **Lessons**
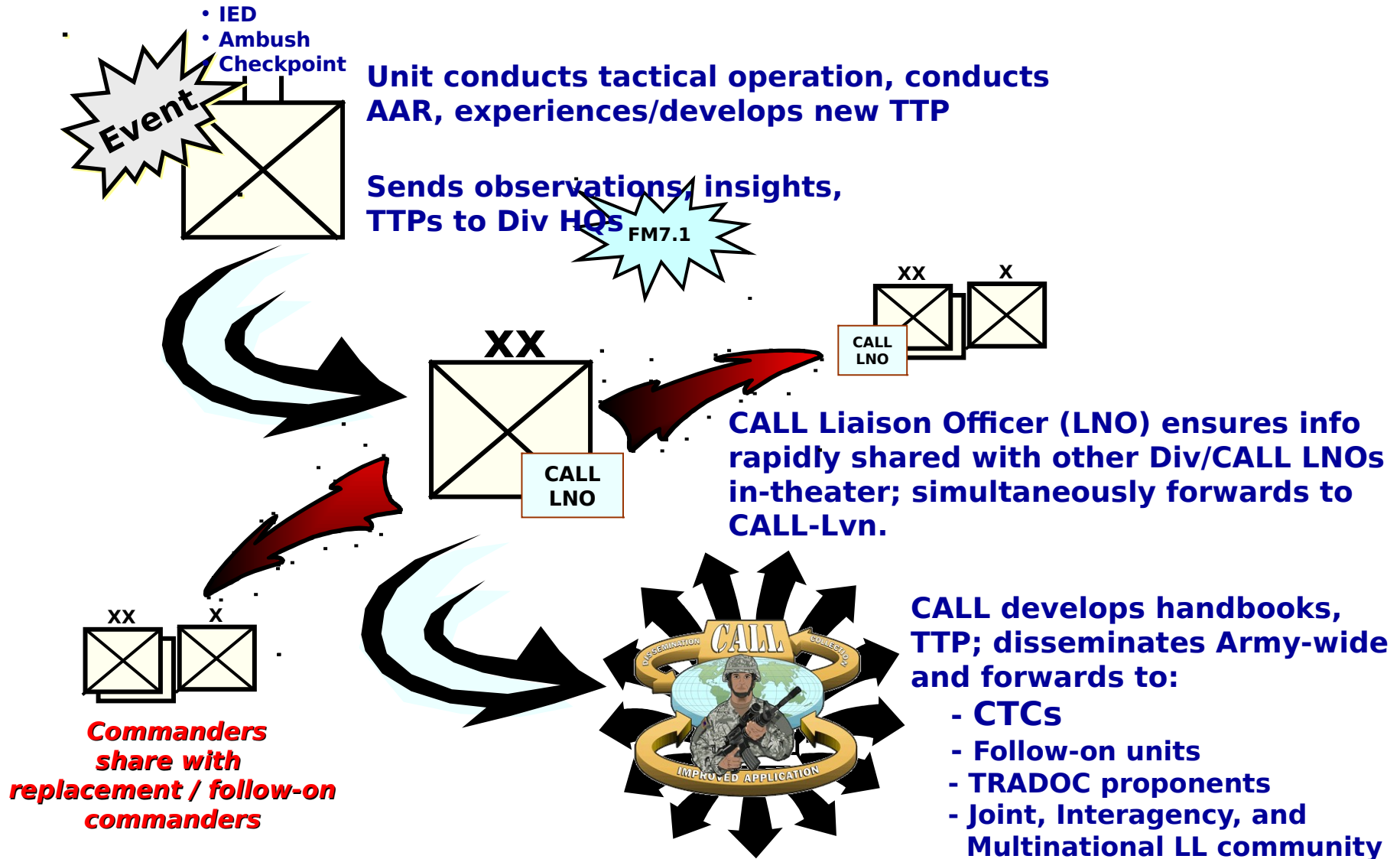
- *Trends*

- **Collect**
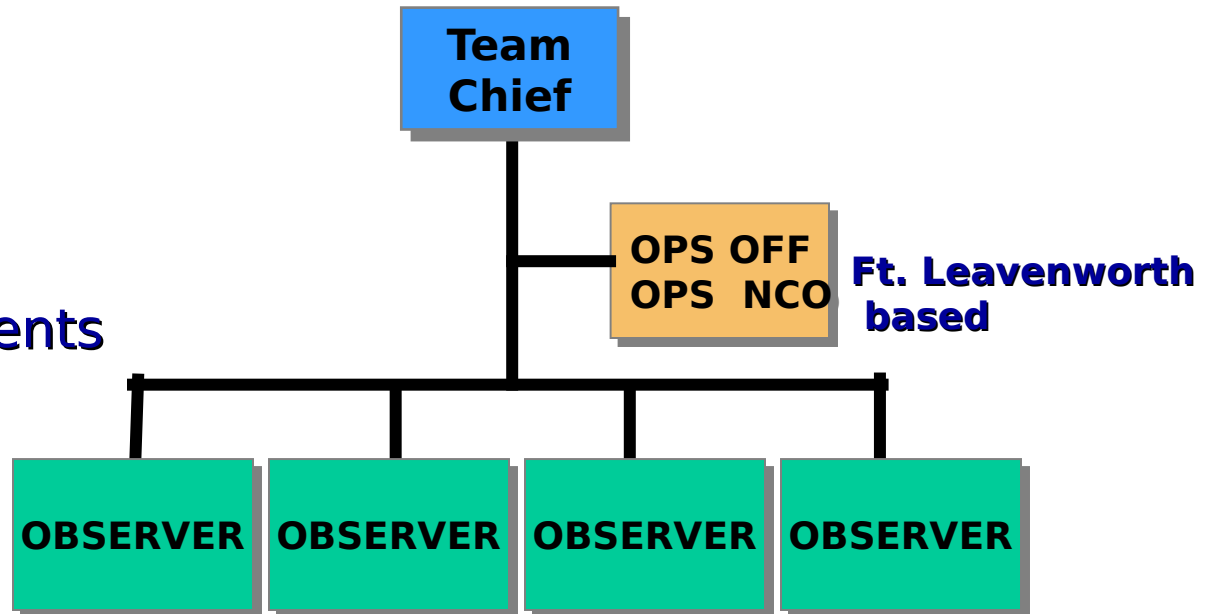- **Analyze**
- **Disseminate**
- **Integrate**
- **Archive**

Unclassified -

8

Real Time Collection and Dissemination

• IED
• Ambush
Checkpoint

Event

Unit conducts tactical operation, conducts AAR, experiences/develops new TTP

Sends observations, insights, TTPs to Div HQs FM7.1

XX   X

CALL
LNO

XX

CALL
LNO

CALL Liaison Officer (LNO) ensures info rapidly shared with other Div/CALL LNOs in-theater; simultaneously forwards to CALL-Lvn.

XX   X

Commanders share with replacement / follow-on commanders

CALL develops handbooks, TTP; disseminates Army-wide and forwards to:
- CTCs
- Follow-on units
- TRADOC proponents
- Joint, Interagency, and Multinational LL community

Unclassified -

Collection and Analysis Team (CAAT)

- Actual Operations
- CTC Rotations
- Exercises/Experiments

```
                    ┌──────────┐
                    │   Team   │
                    │  Chief   │
                    └─────┬────┘
                          │
                    ┌─────┴──────┐
                    │  OPS OFF   │  Ft. Leavenworth
                    │  OPS  NCO  │  based
                    └────────────┘
  ┌──────────┬──────────┬──────────┬──────────┐
┌─────────┐┌─────────┐┌─────────┐┌─────────┐
│ OBSERVER││ OBSERVER││ OBSERVER││ OBSERVER│
└─────────┘└─────────┘└─────────┘└─────────┘
```

Observers are Subject Matter Experts in their respective fields

- **Pre-deployment**
  - ✓ **Training provided by CALL – collection process**
  - ✓ **Collection Plan development.**
- **Post-deployment**
  - ✓ **CALL facilitates Initial Impression Report (IIR).**
  - ✓ **Feedback into CALL Lessons Learned**

Unclassified

Capabilities, Services and Products

Knowledge Sharing

- **Websites**
  - NIPRNET
  - SIPRNET
- **Down-Loadable Products**

- **Searchable Archives**

Army-Wide Reach/Reachback

- **L2I**
- **Mobile Training Team**
- **LNOs and CAATs**
- **Product Push Package**
- **Individual Observation**
- **Unit AAR Repository**

Warrior-Focused Products

- **Tactics, Techniques & Procedures**
- **Handbooks**
- **Bulletins**
- **Initial Impression Reports**
- **Newsletters**
- **Training Techniques**
- **Training Videos**
- **CTC Tips for Success**
- **Special Studies**

CALL Web Site

Pre – Oct '04

- OEF
- OIF
- Homeland Security
- SBCT
- CTC Resources

Note: These mini-sites have been reorganized into focus areas, allowing easier cross-referencing of resources

Post – Oct '04

- BOS
- Cultural Awareness
- IED (NIPR)
- Nation Assistance
- Personnel Recovery
- Rear Detachment Ops
- Special Operations
- Mobile Training Team
- Joint Integration (OCT '05)

- Fratricide
- OES/NCOES
- OIF/OEF
- Transformation
- Urban Operations

Sites hosted by CALL for other agencies:

- FMSO (SIPR)
- TRADOC DCSINT Threats

On-going Efforts

- Public Homepage
- DoD Restricted Homepage
- RFI page
- What's New
- Pubs Catalog / listing

- OEF
- OIF
- CTC Resources
- Collections
- Army-Joint Integration website

Unclassified -

Products – post Sept '04

IIRs:
- **Horn of Africa CJTF**
- **Rear Detachment Ops**
- **Mosul / Samara STRYKER**
- **Information Operations**
- **Joint Airfield / Airbase IIR**
- **CFLCC Surgeons IIR**
- **1st CAV Battle Command**
- **Aviator Combat Load**
- **SOF Integration**
- **CPOF**
- **Army/USAF Airfield Ops**
- **OEF and OIF Leadership**
- **SOF IIR**
- **Cultural Awareness**

Working:
- **Company Ops includes Mosul (II,III, IV)**
- **IED TF Newsletter**
- **Foreign Soldier Tng**
- **Battle Command Special Study**

Handbooks:
- USSOCOM Cbt Convoy
- Convoy Ldr Trg – Vol II
- OEF III
- **Ranger TTP**
- **RTO – Vol II**
- **Tactical Cdr's IO (OIF)**
- Ldr's Guide to A2C2
- Counter IED TTP
- Information Operations

Special Editions:
- Aviator's Combat Load
- **Effects Based Operations**
- **Ldr Challenges at JRTC**
- Army Comprehensive Guide to Mobility

Newsletters
- **Key Transformation – Related LL Concerning TUAV for 172d SBCT**
- **Medical Planning TTP**
- **Environmental Considerations during Military Operations**
- **Company Level Stability and Support Operations**
- **Forward Operating Base (FOB**)
- **Mortars in the COE**

News from the Front:
Top 10 LL to Prevent Friendly Fire Incidents & Trg Scenario Insight to Reduce Fratricide
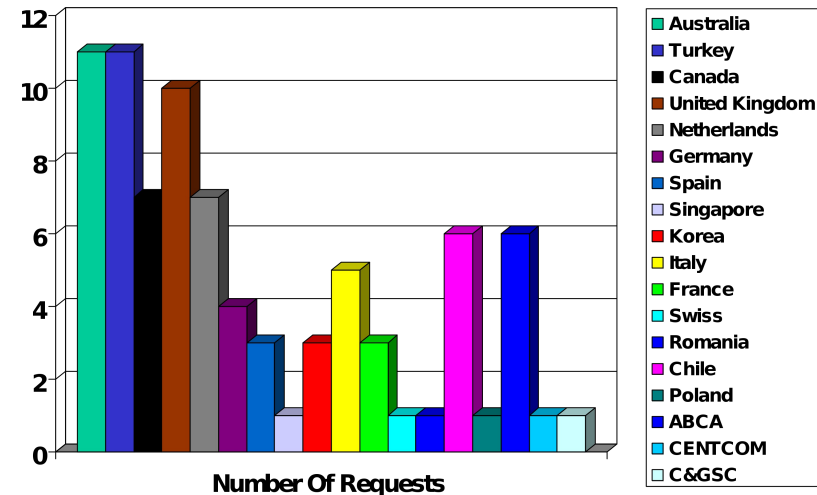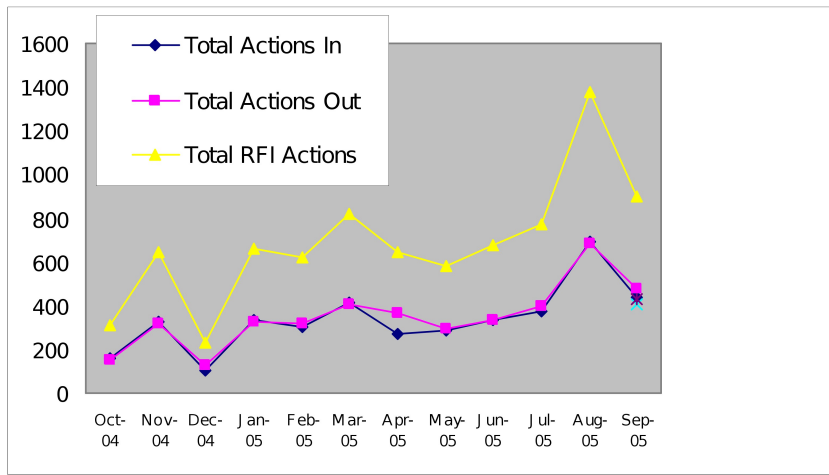
CTC Bulletins:

4th Quarter '04	1st Quarter '05
2nd Quarter '05	3rd Quarter '05

- Leadership IIR
- Mosul IIR / SBCT 1, 3/2IN
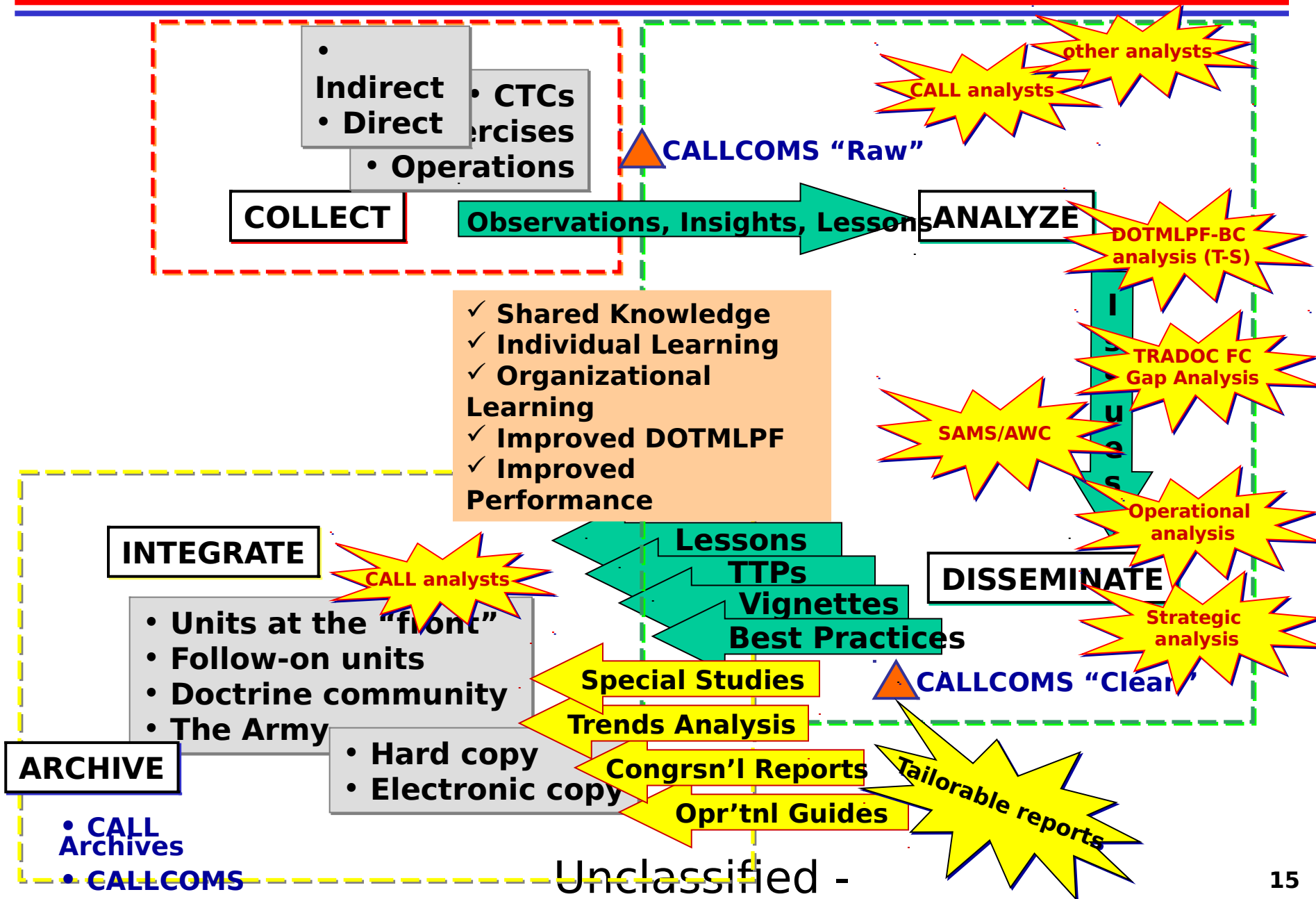- **Quarterly Joint Integration Bulletin**
- JRTC Trends 1 & 2 Qtr FY05

Unclassified -

Request For Information (RFI)

- CALL supports the JIM community…

- In August 2005, CALL handled 1,381 RFI Actions. Turn around is generally less then 3 days with many completed in under 8 hours. Most recent high priority for CENTCOM completed in 44 minutes.

Number Of Requests

Legend: Australia, Turkey, Canada, United Kingdom, Netherlands, Germany, Spain, Singapore, Korea, Italy, France, Swiss, Romania, Chile, Poland, ABCA, CENTCOM, C&GSC

Left chart legend: Total Actions In, Total Actions Out, Total RFI Actions

Lessons Learned Process

COLLECT
- Indirect
- Direct
- CTCs
- ercises
- Operations

△ CALLCOMS "Raw"

Observations, Insights, Lessons ➤ **ANALYZE**

CALL analysts

other analysts

DOTMLPF-BC analysis (T-S)

TRADOC FC Gap Analysis

Issues

SAMS/AWC

Operational analysis

✓ Shared Knowledge
✓ Individual Learning
✓ Organizational Learning
✓ Improved DOTMLPF
✓ Improved Performance

INTEGRATE

CALL analysts

- Units at the "front"
- Follow-on units
- Doctrine community
- The Army

Lessons
TTPs
Vignettes
Best Practices

DISSEMINATE

Strategic analysis

△ CALLCOMS "Clear"

Special Studies

Trends Analysis

Congrsn'l Reports

Opr'tnl Guides

Tailorable reports

ARCHIVE
- Hard copy
- Electronic copy

- CALL Archives
- CALLCOMS

Unclassified -

GWOT Support: The Bottom Line

Since 11 September 2001, the Center for Army Lessons Learned:

• Catalogued over 6,200 observations *

• Published 381 publications

• Wrote 29 Initial Impressions Reports (IIR)

* Quoted by General Peter J. Schoomaker, Chief of Staff of the

Direct Collection Efforts FY '06

- **Modular Force**
- **Cultural Understanding**
- **TOA/RIP in OEF/OIF**
- **FID/FMT**
- **Interoperability in the JIM environment**
- **Stability Operations**
- **Irregular Challenges**
- **SBCT Collections**
- **Transform a Division / Corps into a CJTF**
- **OPSEC**
- **Reserve Component Training**
- **Recruiting**
- **Network Systems**
- **Network-Enabled Battle Command**

Unclassified -

Additional Collection Efforts FY '06

Indirect Efforts

- **ARFORGEN**

- **Non-Standard Mission Re-integration**

- **Asymmetric Advantages of U.S. Forces**

- **Personnel Recovery**

- **Joint Fires, Air Ground Integration**

- **Air Space Management**

- **Joint Urban Operations**

- **Joint Logistics/Medical Issues**

Sister-Service, Coalition Direct Collections

- **USAF**

Unclassified -

What Success Looks Like

1. Soldiers and leaders saying they were successful / survived because of what they learned "today" based on what happened "yesterday"
2. Reduced collection-to-dissemination timeline
3. Units pushing information to Follow-on-Forces, CALL – in near real-time
4. CAAT reach and reach-back activity
   - Doctrine, training communities and CTCs working on issues simultaneously
   - Company Commanders, NCOs, S3/XOs across the Army collaborating on issues via web-based toolkit
5. Targeted info "pushed" to units
6. Request for Information (RFI) and CALL Mobile Training Teams support to units
7. Relevant and timely changes to doctrine, training products/curriculum
8. Rapid development of DOTMLPF solutions - get solutions to

Questions

Contact Information

Dr. Scott Lackey

Deputy Director, CALL

COM: 913-684-5994

DSN: 552-5994

scott.lackey@leavenworth.army.mil

Mailing Address:
   Center for Army Lessons Learned
   10 Meade Avenue
   Ft. Leavenworth, KS 66027

NIPR Website: http://call.army.mil
RFI: http://call-rfi.leavenworth.army.mil/rfisystem